

PERSONNEL ADMINISTRATION

Succeeding Corporation Training and Personnel

Volume XI

JANUARY, 1923

Number 1

In This Issue

- Training for Leisure Time Activities MARTIN L. PIERCE
- Training Students for Their Life Careers RICHARD WELLINGTON HUSBAND
- Industrial Cooperation with the Public Schools in Niagara Falls W. J. DONALD
- Reviews and Abstracts
- Personals
- Association News

Fifty Cents Per Copy

Five Dollars Per Year

Copyright, 1922

PUBLISHED MONTHLY BY THE

NATIONAL PERSONNEL ASSOCIATION

20 VESEY STREET - - - NEW YORK, N. Y.

NATIONAL PERSONNEL ASSOCIATION BOARD OF DIRECTORS

President

W. W. KINCAID, *President*, The Spirella Co., Inc.

Treasurer

MONTAGUE A. CLARK, *Personnel Director*, Sidney Blumenthal & Co., Inc., Shelton, Conn.

Managing Director and Secretary

W. J. DONALD,20 Vesey Street, New York, N. Y.

W. W. KINCAID, *President*, The Spirella Company, Inc.
S. B. BUNKER, *Advisory Staff*, Industrial Relations Division, General Motors Corporation.
C. S. CHING, *Supervisor of Industrial Relations*, United States Rubber Company.
HENRY S. DENNISON, *President*, Dennison Manufacturing Company.
C. R. DOOLEY, *Manager, Personnel and Training*, Standard Oil Company of New Jersey.
E. K. HALL, *Vice-President*, American Telephone and Telegraph Company.
ELISHA LEE, *Vice-President*, Pennsylvania Railroad Company.
SAM A. LEWISOHN, *Vice-President and Treasurer*, Miami Copper Company.
MISS LOUISE MOORE, *Employment Service Manager*, Dutchess Manufacturing Company.
JOHN MCLEOD, *Assistant to the President*, Carnegie Steel Company.
DR. R. S. QUIMBY, *Service Manager*, Hood Rubber Company.
JOHN A. STEVENSON, *Vice-President*, The Equitable Life Assurance Society of the U. S.
PERCY S. STRAUS, *Vice-President*, R. H. Macy & Company, Inc.
FRED. W. TASNEY, *Vice-President*, Prudential Insurance Company of America.
ARTHUR H. YOUNG, *Manager of Industrial Relations*, International Harvester Company.

Councillors at Large

L. P. ALFORD, *Editor*, Management Engineering.
MRS. R. F. ARMSTRONG, *Assistant Manager of Industrial Relations*, Eastman Kodak Company.
MEYER BLOOMFIELD, Bloomfield & Bloomfield.
C. S. CHING, *Supervisor of Industrial Relations*, United States Rubber Company.
HENRY S. DENNISON, *President*, Dennison Manufacturing Company.
J. W. DIETZ, *Educational Director*, Western Electric Company, Inc.
F. H. DODGE, *Vice-President*, Burroughs Adding Machine Company.
W. B. DONHAM, *Dean*, School of Business Administration, Harvard University.
T. E. DONNELLY, *President*, R. R. Donnelly & Sons Company.
C. R. DOOLEY, *Manager, Personnel and Training*, Standard Oil Company of New Jersey.
BOYD FISHER, Lockwood Greene & Company.
DR. LEE GALLOWAY, *Vice-President*, The Ronald Press Company.
E. K. HALL, *Vice-President*, American Telephone & Telegraph Company.
HARRY A. HOFF, H. A. Hopf & Company.
W. W. KINCAID, *President*, The Spirella Company, Inc.
J. M. LARKIN, *Assistant to the President*, Bethlehem Steel Company.
SAM A. LEWISOHN, *Vice-President and Treasurer*, Miami Copper Company.
E. S. MCCLELLAND, *Personnel Director*, Westinghouse Electric & Manufacturing Company.
DR. C. R. MANN, *Chairman, Advisory Board*, Operation and Training Division, War Department.
DR. HENRY C. METCALF, *Director*, Bureau of Personnel Administration.
EARL B. MORGAN, *Director, Employment and Service*, The Curtis Publishing Company.
MISS LOUISE MOORE, *Employment Service Manager*, Dutchess Manufacturing Company.
LOUIS L. PARK, *Supervisor of Welfare*, American Locomotive Company.
COL. D. W. K. PEACOCK, *Personnel Director*, White Motor Company.
S. R. RECTANUS, *Director of Employment*, American Rolling Mill Company.
PHILIP J. REILLY, *Personnel Director*, Retail Research Association.
PERCY S. STRAUS, *Vice-President*, R. H. Macy & Company.
W. H. WINANS, *Industrial Relations Department*, Union Carbide & Carbon Corporation.
ARTHUR H. YOUNG, *Manager of Industrial Relations*, International Harvester Company.
L. J. ZOELLER, *Supervisor Employees' Service Department*, Proctor and Gamble Company.

Councillors Representing Affiliated Local Groups

Buffalo, N. Y.; Industrial Relations Association of Buffalo, represented by HERBERT W. ALLEN, *Employment Manager*, M. Wile and Company.
California; Industrial Relations Association of California, represented by B. J. PIUTTI, *Secretary*.
Dayton, Ohio; Personnel Association of Dayton, represented by E. H. KRAMER, *Personnel Section*, General Motors Research Corporation.
New Haven, Connecticut; Industrial Relations Council of New Haven, represented by R. M. THOMPSON, *Director of Industrial Relations*, United States Footwear Factories.
New York, N. Y.; Personnel Association of New York, represented by CAMERON BECK, *Personnel Director*, New York Stock Exchange.
Niagara Falls, N. Y.; Employment Managers' Group.
Oregon; Oregon Industrial Relations Association, represented by RAYMOND VAN VALIN, *Secretary-Treasurer*.
Pittsburgh, Pa.; Pittsburgh Personnel Association, represented by JOHN MCLEOD, *Assistant to President*, Carnegie Steel Company.
Tri-Cities (Moline, Davenport and Rock Island); Industrial Relations Group; represented by EDGAR R. BLADEL, *Secretary*.

PERSONNEL ADMINISTRATION

January, 1923

Training for Leisure Time Activities

By Martin L. Pierce

Research and Promotion Manager, Hoover Suction Sweeper Co.

TODAY business building is for the most part a question of man building. As long as there is a wide breach separating management and those who are working with management, it is difficult for the real spirit of management to bridge over the breach made by autocratic discipline. Regardless of how sincere the management may be toward the betterment and promotion of employees without a definite program setting forth this spirit, the employee will continue to hold back his latent energies and will not exercise his initiative in the development of his part of the industry.

Training Essential to Welfare

A training program is one of the essential features of any welfare program. It looks towards the systematic building of men. This program cannot be effective except where a democratic spirit has not only been manifested but where a democratic opportunity for the enlargement of the individual life is also present. This idea has been very fittingly called "human engineering."

With the training of the employee there has also come forward the introduction of labor saving devices, divisions of labor, standardization of manufacturing processes, until many employees are in positions where the typical training program does not touch them.

Recently a personnel worker in one of the large industries in the Middle West said that his company had changed its policy and that today it offered training to no one unless through his own initiative he had demonstrated his superiority over the other employees with whom he was working. Practically every organization faces this same problem, but many organizations have not taken the attitude of limiting the training to the selected few.

Training for Recreation

Education for recreation is a type of training that should be used by every organization to develop every employee so that he

may be able to accomplish more for himself with the time he has after the regular day's work has been done.

The employees, aided by the librarian, can have their attention called to articles in current magazines and technical bulletins that are related either directly or indirectly with the work they are doing. They can be given systematic instruction in gardening, nature study, social and educational activities and certain types of physical education such as tennis playing, which will introduce to the worker a broad field of new interests and will bring him back to his work with keener interest although it may be only a simple production operation.

Much training is being done by some of the leading industries of the country, that has to do with a specially broadening vision of the worker so that it will be reflected through his home, such as beautifying the yard, bringing into the home decorations and types of furniture that will properly harmonize, teaching him appreciation for music, and other types of elementary education, that, although easy to give, really introduce the worker to a new world. We have often been told that rest is not so much a ceasing of labor as it is finding an interest in different types of employment. This is the fundamental thought back of education for recreation.

Training and Advancement

Every employee is interested in advancement. To secure this he must have increased knowledge of his job. This increased knowledge may pertain to the uses of the commodity or to the methods of distribution, or to a number of other things that are known and understood in various departments of the organization but may not be known or understood by the employee.

Recently a large manufacturing concern delivered a thrill to its production force by putting on the bulletin boards the various pieces of advertising that were being sent out to the dealer and letting the employee see what was actually being said to the public regarding the product which they were making.

Advancement comes through increased ability, also through increased personal work of the individual employee. After a year on a given job an employee may know no more about it than he did at the beginning, but if an individual has widened interests, he may have made very definite advancement. Many employees unaided do not seem to have possessed this advancement quality. For the sake of industry it is certainly a responsibility of management to see that this quality is properly discovered and developed. The

employee should be definitely taught that advancement means that a definite change has taken place within the individual employee. To be placed in a higher position or to be given an opportunity for greater self-expression is simply an outward manifestation of the inward development that has occurred.

A large department store in Chicago in addressing its employees said: "This is an institution of opportunity, an institution where ability and earnest efforts are recognized, and awarded." In fact, officials of this great store are ever on the alert to discover and bring to life these qualities in its employees. Throughout its steady growth it has carefully headed the program of its people toward promotion and advancement. The mutual advantage of this is evidenced by the large army of loyal workers and the large number of ambitious men and women who have risen from the store rank. This institution, in the statements to its employees, sets forth the motive lying back of its training program. Some of this training is definitely professional training but much of it is training for recreation.

Recreation and Employee Efficiency

The City of Dayton, through its department of public welfare, sets aside a generous appropriation for outdoor relief, child welfare, it develops athletic activities in various parts of the city, supervises recreation for children and adults. Through the public use of its parks it has developed worth while neighborliness and its social solidarity is equalled by few cities of its size in the country.

The Metropolitan Life Insurance Company has established gymnasium classes, sewing and millinery classes, also classes in home nursing. Various musical organizations have been formed for the encouragement and development of the musical talents of its office force. This includes a glee club, women's choral club, orchestra and a band.

The United States Steel Corporation supports 25 churches, 45 schools, 19 clubs, 131 playgrounds and 19 musical organizations, as well as many other different forms of recreation. Almost \$12,000,000 was expended by this corporation in this type of training within eight years.

It has truly been said that the dollar and cent value of the employee while at work depends primarily upon how the time has been spent during his absence from the shop or office. The playground associations of the country have definitely proved the value of organized play for various communities. Likewise industry is demonstrating the value of training for recreation.

An Appreciation of Service

As an expression of appreciation of the work done by Mr. Charles A. Coffin in his forty years' association with the General Electric Company, a fund of \$400,000 has been set aside to be known as the "Charles A. Coffin Foundation." The income from this, amounting to nearly \$20,000 per year, will be available for encouraging and rewarding service in the electrical field by giving prizes to its employees, recognition to lighting, power and railway companies for improvement in service to the public and fellowships to graduate students and funds for research work at technical schools and colleges.

An Extensive Pension "Roll of Honor"

The pension roll of the Pennsylvania Railroad has become so important that the company issues a periodical devoted to it. This great rail system was one of the first corporations to establish a pension roll, has retired on pension upward of 7,000 men, and still retains in service many who have approached or passed half a century of continuous service in its employment, privileged to retire but not retired on compulsion until they have reached the age of seventy.

In its latest bulletin it gives photographs and sketches of a number of present employees who have worked on the Pennsylvania System for fifty years or longer and one who has been continuously in its employ since 1869.

Most of these men are evidently not of exceptional ability and none has risen higher than a foremanship, but they are successful men, valuable men, who have not only been workers, have raised families, and by their steadiness earned homes and saved, but have been active in workers' organizations, in church and civic affairs, and are substantial and responsible citizens.—From the Topeka, Kan., *Capital*, October 9, 1922.

California's School of Arts and Crafts

California School of Arts and Crafts, Berkeley, Cal. This school has been incorporated as a College of Arts and Crafts under the laws of the State of California. The work has been arranged in three professional schools—The School of Applied Arts, The School of Fine Arts, The School of Education in Arts and Crafts.

Among some of the advanced courses to be given in 1923 are furniture design, design in the art industries, graphic advertising, textile design, costume design and illustration and ceramic art.

Training Students for Their Life Careers

By Richard Wellington Husband

Associate Dean of Dartmouth College

THE office of the Associate Dean was established at Dartmouth College in 1919 to assist the men of the college in making the right contacts at the close of their college course and in beginning their life work advantageously and promptly. The office thus becomes not only one concerned in vocational guidance, but to no less degree in fitting students to take their appropriate place in their communities.

Initial Selection

The first consideration in a personnel problem is that of initial selection. For this purpose Dartmouth College has a supervisor of admission who is also Dean of the Freshman Class. In the selection among applicants for admission the Dean of Freshmen takes into consideration not only scholarship, but also several personal qualities which are deemed important for a graduate of the college to possess.

Courses, Required and Elective

The curriculum of Dartmouth College, so far as it consists of required courses, assumes that a broad general education is a prerequisite for fulfilling the varied functions of life. A college of the liberal arts by the very terms of its existence is bound to consider more than mere occupation in fitting students to take their part. Such a college is bound to recognize the importance of active and intelligent participation in civic affairs and to give a student the opportunity to make himself ready for participation in social and other relations of his community. Consequently we require all students to take courses in language and literature, in the natural sciences and in the social sciences. Apart from this we insist that every student specialize to some degree in a subject chosen by himself. This prescription still leaves considerable leeway for free election.

In advising students concerning adequate preparation for their life work an opportunity is afforded us to shape their courses in regard both to their major subject and their free electives. We give much attention to encouraging students in the line of their interests and in making up what we regard as deficiencies in their knowledge.

Personal Estimates of Students

There is more than scholarship, however, demanded of men. In order that they may attain success there are certain other qualities which they must possess or acquire. We give students an opportunity for self-examination by means of personal estimates which their instructors make of them at the end of each academic year on the traits of intelligence, forcefulness, reliability and personality. For the guidance of instructors and for the interpretation by students these four traits are defined as follows:

INTELLIGENCE: Ability to grasp a situation; alertness of mind.
Not to be identified with scholarship.

FORCEFULNESS: Personal force; initiative; assurance; decisiveness.

RELIABILITY: Evidences of solid character; dependability; sense of responsibility; perseverance; attentiveness; punctuality.

PERSONALITY: Bearing; neatness; courtesy; personal acceptability.

A mental alertness test is given to all freshmen soon after their entrance to college. This, together with the personal estimates, is made the basis of our prediction as to the degree of success a man should attain in his scholarship during his undergraduate course. Upon the basis of these records we interview students at least once a year, going over with them the reasons for their success or failure in their courses, characteristics which will be to their advantage or disadvantage after graduation, and in general the best methods of developing themselves mentally, physically and socially.

Summer Experience

In each interview the question of choice of occupation is discussed and the ground is carefully gone over from the standpoints of the student's interest, aptitudes, experience and prospects. These points require little explanation. Interest and aptitudes are obviously an excellent basis for the choice of a career. In the matter of experience we strongly advocate that students seek employment during their summer vacations in order that they may gain a knowledge of their own potentialities, and, more important, that they may gain information regarding business organization. Such experience assists them materially in deciding upon their life careers and also helps them to realize benefits in various college courses of which they had not earlier been aware. It should be borne in mind that colleges do not compel students to work. They are not closely supervised and there is no intention of exercising supervision.

There are certain requirements and if the student does not meet those he is dismissed. The college offers students an opportunity—they are at liberty to accept it or reject it.

Physical and Mental Hygiene

The years which students spend in college are critical years in their physical and emotional development. Consequently they require observation and frequently treatment to insure normal development. The Department of Physical Education in the college, by its work in gymnastics, recreational activities, nutrition and personal observation, is a potent factor in bringing it to pass that our student body is unusually well developed physically. On the side of mental and emotional development, students who need observation and treatment have the benefit of the advice and prescription of a mental hygiene specialist who visits the college frequently. In the course of the year he treats a considerable number of cases and the effect is very marked.

Student Records

We maintain a fairly complete system of records regarding each student. These records are in the simplest form that is consistent with ease of reference for the sake of interviewing students and for the purpose of compiling statistics. The records at present in use in the office are:

1. Master Sheet, which is a summary of information in all lines which the college would wish to have preserved permanently.
2. An Interview Sheet, which gives the subject of each interview, the information obtained and the advice given.
3. An alphabetical card index of choice of occupation by each member of each class.
4. A card index of choice of occupation arranged by occupation.
5. An alphabetical card index of each class showing participation in student activities.
6. Detailed analysis of results in each section of the mental alertness test given to the freshman class.
7. Detailed analysis of personal estimates given by instructors to their students upon the four traits of intelligence, forcefulness, reliability and personality.
8. Card giving definitions of the four traits mentioned above with a space for writing in the personal estimates of the student.

9. A Profile Card giving a student's group position on a basis of five into which his class is divided, in each of performance in scholarship, mental alertness test and general information, and personal estimates given by instructors. The Profile Card makes provision for the record of the men in these particulars for four successive years.

Frankness Toward Students

The attitude of the office toward the student involves a belief that a student is entitled to a knowledge of all the information which the office possesses concerning him, and is entitled to an opportunity for frank discussion concerning the validity of his record in every respect. Frankness on both sides is deemed essential and it is the theory of the office that success can be obtained in the furtherance of the aims of the office only by complete openness and knowledge.

The records of the office are open not only to each student concerned, but to members of the faculty who have expressed a desire to use such records with a view to being of assistance to the individual students in class work and in the problems of socialization.

Benefit to Business

The information on file concerning a student has been found of value to companies seeking college trained men to enter their employ. Companies sending representatives to Dartmouth College appreciate the existence of these records and reciprocate by entering freely into discussion with students concerning their own organizations and business or professional prospects in general. The office should be of mutual benefit to the college and to business, provided our records are reasonably accurate and provided business houses will be as ready to give information concerning themselves and the opportunities they offer as we are to give information concerning students. Our experience so far has been very gratifying.

Requirements for the Work

It is difficult even to define the preparation advisable for engaging in the work of an office such as that described. Manifestly the information the adviser requires is beyond the power of any individual. One should know his college, its aims, its traditions, its regulations, requirements for a degree, nature of the courses offered and the kind and extent of the student activities that have developed within it. He must also know the essential elements of preparation for the various careers, professional, commercial, and industrial.

He should know the personal characteristics which will tend to secure success in the various occupations. To prepare ourselves to give competent advice we visit commercial, industrial, professional and public organizations, seeking information by conference with various officials connected with them. We seek membership in or contact with various societies and subscribe to periodicals which will give us an idea of the progress being made in the country in many lines. Many organizations supply us with their literature. All of these things we find extremely valuable and where we are unable to supply to students the definite facts they need, we try to secure those facts from outsiders who are invariably generous toward us in this regard.

Industrial Co-operation with the Public Schools in Niagara Falls

The most useful agency for bringing about a proper understanding of the educational needs of industry is, at least in the smaller cities, the local Chamber of Commerce. For in practically all cities of less than 200,000 population and in many larger cities the Chamber of Commerce is the one dominating body through which the citizens express their interest and opinions on education.

The work done by three committees of the Niagara Falls Chamber of Commerce in 1919 and since provides a good illustration of what may be accomplished if there is the will and ability to organize the resources of a community.

Four years ago, industrial education in the public schools of Niagara Falls was just beginning to gain prestige. The educational staff of the schools was keenly interested in their projects and anxious to serve the industries of the city. It remained for Wm. J. Small, who was in charge of the industrial educational courses, to propose the formation by the Chamber of Commerce of three advisory committees, one on chemistry courses, another on the course on machine shop practice, and the third on the course on drafting.

The Chamber invited the executives of several member companies to designate persons who should represent them on the committee. Practically every executive responded by instructing his nominee to serve and to take a real interest in the project. The committee on Chemistry—of special interest in Niagara Falls, which is now the electro-chemical center of the world—

had seventeen members of whom several were former University professors of chemistry who understood not only the needs of industry, but also the pedagogical problems involved. These committees assisted the representatives in several ways:

(1) They assisted in drafting courses for introduction into the school programs.

(2) They assisted the incoming instructor in adapting himself to the needs and point of view of the students.

(3) They gave the courses publicity in the various plants of the city and encouraged and stimulated attendance.

(4) They assisted in securing additional facilities for space to accommodate the new and growing classes.

(5) In the field of chemistry the committee actually participated in the conduct of a "round table" course. Attendance at this course averaged fifteen. The instructor—the chemist of one of the industrial companies—was a former college professor.

In conclusion it should be emphasized:

(1) That every community contains citizens who are able and willing to assist in developing our most beloved of institutions—the public schools. They simply need to be organized. As a rule the Chamber of Commerce can do it, if the school authorities will show a reasonable indication of a willingness to accept constructive suggestions.

(2) That these citizens are able to assist by interpreting the needs of the community at large, by analyzing the jobs for which training is to be provided, by helping in the drafting of courses, and by supporting the requests for adequate funds.

(3) That, when they have participated in the movement to provide for vocational training, they are usually not only willing but anxious to help to stimulate attendance at the classes provided by the public schools.

(4) That the American business man is now and always will be interested in education. Through organization, his interest can be positive and constructive, instead of merely complaining and negative. It will be either one or the other. The public school authorities have most to gain by encouraging him to direct his interests into co-operative, constructive and positive channels.

W. J. D.

Reviews and Abstracts

Sharing Profits with Employees. By James A. Bowie. Pitman & Sons, New York, 1922, pp. 222. Price, \$4.00.

James A. Bowie's book "Sharing Profits with Employees" is not meant to be a hand book of profit sharing and allied plans. It is a critical attempt to present a solution of the conflict between wage-earner and capitalist by analyzing the meaning of profits and the relation of employee and employer thereto.

Stripped of much useless verbiage employed in a painstaking effort to be precise, the solution offered is that employees purchase or be given shares of stock in the business in which employed and thus become co-partners in industry.

After a careful analysis of the attitudes of labor and capital regarding profits, a preliminary suggestion is made that wages be stabilized by the adoption of a sliding scale based upon fluctuations in the cost of living and that a graduated income tax be permanently established to equalize inequalities in the distribution of national income. Beyond this, it is contended that the distinction between wage earners and profit takers can be obliterated by allowing workers to share in profits, i.e., selling or giving them shares of the Company's stock.

Through the use of terminology distinctly British, the casual reader of Bowie's book might easily be misled into believing that it presents a socialistic doctrine. This is, however, not true. Bowie points out that government ownership and co-operative associations such as have had marked success in England can have at best but a limited field and cannot hope to solve the industrial problem. Instead of nationalizing industry, he hopes to socialize it by means of his stock ownership plan, which he calls co-partnership in industry.

With respect to profit-sharing plans as such, he comes to the conclusion that cash profit-sharing serves no useful industrial purpose but that profit-sharing in the form of shares of stock, in getting the worker accustomed to the idea of stock-ownership, is helpful to an ultimate solution. But, Bowie insists, the worker must *purchase* the stock, in order that he may get a proper appreciation of the new status thus created for him.

All in all, the book is full of good suggestions for the student of industrial relations and is worthy of careful reading.

JOSEPH MAYER.

Principles of Public Personnel Administration. By Arthur W. Proctor. Appleton & Co., 1922, pp. xi + 244.

In the preface to the *Principles of Public Personnel Administration* the reader is given to understand that this is but a brief introduction to the subject and is addressed primarily to legislators and superior administrative officials who are interested in reorganizing the personnel system of government. This explains the descriptive character of the work and the reason for the limited amount of critical analysis, argumentation and concrete data. In the main the author recounts what civil service procedure is generally met with and then proceeds to outline what should be done.

This should serve a useful purpose for those who wish a birds-eye view of the methods usually pursued by civil service commissions and also for those who are interested to know what developments should take place in order to put our public service on a sound and efficient basis. As to the latter Mr. Proctor believes that the civil service commission should act as "the centralized employment department of the government and, within limits, should determine and carry out a broad and constructive program of public employment" (page 23). His proposals are, therefore, based on an adaptation of modern employment policies to government through the agency of the civil service commission.

The summary method of presentation is interrupted by a most detailed treatment of classification and standardization of salaries. In Chapters IV and V we find no brief introduction to the technique of standardization of positions, but rather a thoroughgoing review of all the various stages, including the reproduction of forms used by the Reclassification Commission at Washington (1920), the Senate Committee on Civil Service of the State of New York (1916), and about seven pages descriptive of the Wisconsin procedure. These two chapters constitute somewhat over one-third of the whole work. Although quite out of proportion to the whole, it is conceivable that they will be of real value to employment managers who are not particularly interested in public employment in general, but would be glad to have a detailed account of the progress made by government in the field of job analysis and classification on a wide scale. It is well known that government has been a pioneer in this field.

A second noticeable break in the tempo of the work occurs in the final chapter dealing with Employee Representation. This is about six pages long. Two pages are devoted to the progress made in this direction in private industry and most of the remaining four to a brief characterization of the National Federation of Federal Employees. From this chapter the reader gets little notion of the problems involved in organization of public employees, of the functions performed, and of the present extent and significance of organization. For such purposes, the postal unions of federal employees and those of the firemen and police from the municipal groups are more typical than the National Federation of Federal Employees.

The striking thing about the work is that the author has drawn so little on the store of information which he must have accumulated in his wide experience. If one leaves out of account the Report of the Reclassification Commission and of the Senate investigation in New York State, from which sources he has drawn both liberally and literally, there is very little illustrative material. A certain amount of such material has its proper place, even in a work which professes to be only a brief introduction to the subject.

WILLIAM E. MOSHER,

National Institute of Public Administration.

Industrial Unionism in America. By Marion Dutton Savage. The Ronald Press Co., New York, 1922. pp. 200. Price, \$2.25.

Much has been said and written both in criticism and defense of industrial unionism, but it is a relief to pick up a book which attempts to give the facts as to what industrial unionism really is. Clearly and simply written, this volume gives a careful exposition of the history and development of this form of unionism in the American labor movement. "The industrial union differs from other unions in that it includes all who work in an industry, skilled and unskilled, regardless of differences in craft, sex, or race."

Part I deals with the organizations within the American Federation of Labor, which have the industrial form or show a tendency toward it; Part II, the more revolutionary industrial unions which try to include all industries within one organization; and Part III, the industrial unions which have remained independent of all inclusive bodies.

The author points to the tendency for craft unions to form into

federations of crafts within an industry, and then into federations of different industries. In connection with the history and principles of the various organizations discussed, the author has also undertaken to bring out the strength and spirit of each organization; its structure and centralized control; its democratic spirit; its tactics and political relations; character of membership; attitude toward contracts, agreements, collective bargaining and standards of production.

The book will be valuable to the business executive dealing with industrial problems who earnestly wishes more knowledge and understanding of the facts and principles of the organized labor movement.

LOUISE C. ODENCRANTZ,

Employment Manager, Smith and Kaufman, Inc.

Pulling Together. By John T. Broderick. Robson & Adey, Schenectady, N. Y., 1922. Pp. x + 141. Price, \$1.00.

"Pulling Together" is the title of a very readable and instructive book written in an easy, conversational style and in a very interesting and clear language which sets forth a sane and sound conception of employee representation and the proper point of view and spirit to take in approaching the subject and installing the plan in industry. There are some striking comparisons drawn between the right and wrong point of view.

In addition to this, the writer asks and answers, in a fitting way, typical and practical questions and objections which have been brought forth up to date in connection with this attempt to effect better mutual relations between the employer and employee and which are still nightmares to some employers who haven't yet seen the light or are timid and lack the courage of their convictions.

Chapter XV on "Proprietary Interests" is the only doubtful one in the book. The writer here discusses stock ownership by employees as an incentive which effects better quality of production per employee and a desire to be careful and economical for the good of the industry. Such direct effect on employees as a result of stock ownership we believe would be hard to prove by experience up to date and the conclusions drawn in this paragraph seem a little far fetched and theoretical.

However, the book is well worth reading as a sane presentation and discussion of employee representation from many practical

angles and would be excellent to put in the hands of executives, foremen and employees to enlighten them or sell the idea.

R. M. THOMPSON,

Industrial Relations Dept., United States Rubber Co.

Trade Tests; The Scientific Measurement of Trade Proficiency. By J. Crosby Chapman. Henry Holt & Company, 1921. Pp. ix + 435. Price, \$4.00.

This book is based upon the experience gained by the Army Trade Test Division of the Committee on Classification of Personnel of the War Department during the war.

SECTION I deals with the nature of the problem. The methods here devised for measuring trade ability are intended to be applicable to all trades; to be such that they can be employed by an intelligent examiner, who has no personal knowledge of the trade; to yield a rating, which is independent of an examiner's individual judgment and to be rapid and not require the use of tools or apparatus.

Terms are carefully defined and explained; existing industrial methods are discussed and considerable pains are taken to show that, though the instruments devised and the methods adopted may not always be immediately applicable to industrial conditions, yet the principals involved may be used with other methods and devices in solving many of the problems of selecting, measuring and placing men in industry.

SECTION II deals with the oral trade test, which method measures the information which a man has regarding his trade. The nature of the questions and answers is considered and in order to use an examiner who has no personal knowledge of the trade and, in order that there be no disagreement in marking, the single answer question must be used. Better than this is the question which may be answered by a single word.

Considerable space is given to choosing, working, arranging and trying out questions and to the compiling and interpreting of results. Instructions for giving the tests are submitted and the advantages, disadvantages and limitations are stated.

SECTION III treats of the picture test method which closely resembles the purely oral test, and is handled in much the same way. The reasons claimed for the use of the picture test method are: to approximate, in some degree, the performance test, and to gain the confidence of the one being tested. The picture test admits of more

detailed questions, is less subject to coaching and helps the tradesman because of the association value of the picture.

SECTION IV considers the performance test method which is the only method in occupations in which it is almost wholly a question of degree of skill rather than range of information, which distinguishes between the different degrees of ability. The performance test method is necessary where the man cannot speak English.

The performance test may involve observation of the man while working, examination of the product and consideration of the time taken.

SECTION V deals very briefly with the written group trade test. Group examinations conserve the examiners time and rapidly eliminate the bluffer.

SECTION VI treats of the place of the trade test in industry and emphasizes the fact that the tests given were developed for use in the army and will have to be modified to meet the varying conditions in industry.

In addition the author points out the similarity between the army and the industrial problem, touches upon job analysis and emphasizes that the trade test is not considered as an intelligence test. The uses of the various types of trade tests are given as well as the use of the trade test in training employees.

The book abounds with examples of the various types of tests and may well serve as a guide to any one wishing to establish tests and methods adapted to his own specific problems.

W. D. STEARNS,

Works Managers' Department, Westinghouse Electric and Mfg. Co.

Employees' Mutual Benefit Associations. A survey by "Industrial Relations," Bloomfield and Bloomfield, 6 Beacon St., Boston 9, Mass. Pp. 28. \$1.00 postpaid.

The survey, "Employees' Mutual Benefit Associations," is a comparison of the important features of such associations. They are divided into three groups, those administered by employees, those administered by employers and those jointly administered. In each group are compared such features as: form of the organization, eligibility, classes of membership, amount and collection of dues, company contributions, benefits, investment of funds, etc. An important feature of the survey is an analytical chart, by means of which forty-three existing associations, covering a wide range of industries, may be readily compared as to their most important provisions.

To the executive or group contemplating the establishment or revision of an employee mutual benefit association, this survey will prove a valuable aid.

JOSEPH H. VERTREES,

Executive Department, John Marrell & Co.

Americans By Choice. By John Palmer Gavit. Harper and Brothers, 1922. Pp. xxiv + 449. Price, \$2.50.

A study of the problems of the naturalization and political activities of the foreign-born citizen.

Apprenticeship System for Woodworking Trades in the Metropolitan District as Adopted by the Carpenters' Joint Committee on Trade Agreement, May 23, 1922. Apprenticeship Headquarters, 347 Madison Ave., Room 1212.

This plan was adopted by the Carpenters' Joint Committee on Trade Agreement as a basis of an apprenticeship system for the Wood-working Trades. The bulletin contains the rules and regulations of the system, the suggested course of study with the trade processes to be taught and sample job instruction sheets showing the coordination of the course of study together with the standards adopted for the organization and operation of school instruction.

Facing Old Age. By Abraham Epstein. Albert A. Knopf, New York, 1922, pp. xvi+352. Price \$3.50.

Mr. Epstein sets forth in an instructive manner the need of a definite social policy for the relief of those who annually are rendered, by accident, sickness, unemployment or old age, incapable of self-support. It is a valuable compilation of information concerning the causes of old age dependency, the existing methods of relief including Individual Savings, Individual Pensions and Railroad Pensions, the pension movement in the United States and the existing pension systems of foreign countries.

The Massachusetts Problem of Immigrant Education in 1921-22. Bulletin of the Department of Education, Division of University Extension, November, 1922.

This report sets forth the accomplishments of approximately 100 Massachusetts cities and towns in the education of the non-English-speaking adult immigrant during the past three years. Charts are

used to show how immigrant education has developed since the enactment of the Massachusetts law and the growth in the number of classes of different types such as factory classes, neighborhood and club classes and evening school classes.

A list of cities and towns cooperating with the State department of Education in providing educational opportunities for adult immigrants is also included as well as a list of industries in Massachusetts which have cooperated during 1921 and 1922 with public schools in the conduct of factory classes for immigrant employees.

The Open Shop and Industrial Liberty. By W. G. Merritt. Published by the League for Industrial Rights. pp. 1-40.

This pamphlet is a brief for the true open shop—open to non-union and to union members. The statement of the case against the closed shop with a closed union is extremely well done. It is not clear however that the author would be much more favorable to a closed shop with an open union. The author however regards those "open shop masqueraders" who discriminate against union men as the greatest enemies of the open shop. Copies may be obtained from the League at 42 Broadway, New York City.

Problems of Labor. By Daniel Bloomfield. H. W. Wilson Co., 1920. pp. xxi + 436. Price, \$2.40.

The subject matter headings included in this volume are: Causes of Friction and Unrest, Cost of Living, Methods of Compensation, Hours of Work, Tenure of Employment, Trade Unionism, Labor Disputes and Adjustment, Limitation of Output, Industrial Insurance, Housing, Methods of Promoting Industrial Peace, Occupational Hygiene, Women in Industry. Each section is accompanied by a bibliography.

Income in the United States, Vol. II. By National Bureau of Economic Research. Harcourt, Brace & Co., 1922. Pp. xiv + 440.

This is published in two volumes. The first volume which has already appeared was reviewed in the July, 1922, issue of *PERSONNEL ADMINISTRATION*. This second volume gives in full the methods and estimates on which the results shown in the first volume are based. In addition, it goes into many details concerning particular industries.

The First Twenty Years. American Rolling Mill Co.

A history of the growth and development of the American Rolling Mill Co. From the time excavations were begun for the erection of the plant in 1900 to July, 1921, when four hundred acres of land were opened to the public for use as a park and playground, the story tells in an interesting manner of the accomplishments of the ARMCO organization.

"Life in a Large Manufacturing Plant" is a series of articles attractively bound, describing the various phases of the personnel work of the General Electric Company for their 22,000 employees at Schenectady, N. Y. The many illustrations of the hospital, the restaurants, the various safety devices, and other activities make the book doubly interesting.

Principles of the New Economics. By Lionel D. Edie. Thomas Y. Crowell Co., New York, 1922. pp. xiii + 525. Price, \$2.75.

A study of the more important developments in recent economic thought.

"Some Facts About the Personnel Work of the New York Telephone Company" is the title of a very interesting and attractive booklet telling of the work being done among the 44,095 employees of the organization.

Workers Education in the United States. Report of the Proceedings of the Second National Conference on Workers' Education in the United States, New York City, April, 1922. Pp. 196. Price, \$0.50.

Joining in Public Discussion. By Alfred Dwight Sheffield. George H. Doran Co., New York, 1922. Pp. xvii — 168.

A study of effective speechmaking. It will be of particular interest to members of labor unions conferences, forums and other discussion groups. Among the interesting chapters are, Gaining Control Over Voice and Bearing, How to Decide What to Say, How to Avert the Misleading of Words, and How to Secure Thought-Organization in Committee Meetings.

Employees' Service and Miscellaneous Activities: *Athletic and Social Activities, Employees' Stores, Insurance, Legal Aid, Mutual Benefit Associations, Pensions, Restaurants, Thrift and Investment Plans, etc.*

A Mining Recreation Scheme. Industrial Welfare, November, 1922. pp. 422-426.

To encourage recreation in its widest and most liberal sense, and to this end to establish and carry on social, recreative, and educational work and institutions, in a district of more than 76,000 population and where more than 20,000 men are employed in the coal mining industry, the organization of the Ocean Area Recreation Union has been completed by the Ocean Coal Co., in the Rhondda Valley of South Wales.

A chart of the organization, diagrams of some of the sites of recreation grounds and pictures of the areas to be reclaimed show that the scheme is one of the greatest ever undertaken in industrial welfare work. J. E. T.

How the Employer Can Safeguard a Man's Job. By John Calder. The Survey, October 15, 1922.

Mr. Calder's brief discussion of the employer's responsibility for steady-work is very meaty. He puts the problem before us as one for experimentation by management and makes it clear that there are resources at the command of business firms which would reduce the seriousness of the evil of unemployment materially. In this connection he outlines a plan for unemployment insurance to be adopted voluntarily by business firms, but he urges first a cautious period of experiment with a "plan on paper"

drawn up to definitize the approach to the problem. It is interesting to note that Mr. Calder's plan, like many other American proposals, is non-contributory as far as the employees are concerned. H. F.

Old Age Pensions for Public Servants. By Lawson Purdy. National Municipal Review, November, 1922. p. 355.

The description of a plan for an alternative pension scheme for government employees to whom the ordinary pension scheme is not attractive. Of interest to municipal employees.

Extra Dividend Paid to Employee Stockholders. Law and Labor, December, 1922. p. 343.

A description of the stock subscription plan of the Fafnir Bearing Co. of New Britain, Conn.

Employment: *Absenteeism, Analysis of Labor Supply, Employment Procedure, Job Analysis and Specifications, Labor Turnover, Promotions, Psychological Tests, Transfers, Use of Statistics, etc.*

Attendance in Four Textile Mills in Philadelphia. By the Industrial Research Department of the Wharton School of Finance and Commerce, University of Pennsylvania. The Annals of the American Academy of Political Science, November, 1922, pp. 189-222.

The emphasis in the study is upon ascertaining the extent and amount of lost time. The variation in attendance in its relations to production is considered with a view to determining the effect of the fluctuations from time to time in planning and routing work. The subjects covered are classification of reasons for absence, extent of absenteeism, causes

of absenteeism and climatic influences in non-attendance.

Personnel Manager with Personality. Garment News, September, 1922, p. 21.

In this interesting, though rather short article, it is stated that every applicant for employment in the store of R. H. White, of Boston, is given a personal interview by the Personnel Manager. After being accepted for employment, the new employee is given special instruction in the methods of the store and in the carrying out of its policies in the Educational Department. The progress of the employee is also carefully watched, and if he makes a poor showing, every effort is made to find out what the trouble is. Dismissal only follows after a thorough investigation and after the employee has been tried out in more than one department of the store. C. R. D.

Making Job-Seeking Easy. By Albert G. Suttill. Management Engineering, December, 1922, p. 346.

The title of this article is somewhat misleading. It aims to expound the value of standardizing letters of application for employment by presenting facts graphically. To employment managers who are visually minded this might be a welcome innovation, but it seems to discount the chief merit of such letters, namely originality. Drawing a graph of one's qualifications for a position is scarcely more clear than outlining them concisely under the proper headings, and it is a most convenient way of covering up such factors as personnel touch, handwriting and advertising value. R. H.

Daring the Salesman to Take the Job. By J. J. Witherspoon. Printers' Ink Monthly, December, 1922.

In an interesting discussion on the hiring of salesmen, Mr. Witherspoon quotes several advertisements which he inserted in newspapers and discusses the results obtained from each ad. The author makes it clear that it is quite possible to decide upon a given type of man needed for a given type of job to so construct a help wanted ad that only men of the desired qualifications will be attracted by it.

C. L. F.

Some Management Methods. Filing and Office Management. May, 1922. p. 145.

The conclusions reached by a successful employer of office workers, which are stated in this article, are very much to the point. He believes that the four essentials in an applicant are neatness, clear thinking, enthusiasm and energy. He believes that the last-named quality is the most important of all and much of his article is taken up with explaining why he thinks this quality is perhaps the most necessary. C. R. D.

Job Analysis As an Aid to Cost Reduction. By Donald E. Rowe. Industrial Management. June, 1922. p. 341.

Job analysis is occupying the attention of many of those in charge of personnel and employment work just now so this article is of timely interest. The writer gives the four major steps involved in such analysis and also gives details to be considered when collecting such information.

C. R. D.

Analyzing the Salesman's Job. By H. W. McIntyre. Printers' Ink. October 19, 1922.

The author shows the usefulness of the job analysis as applied to the duties of a salesman. After getting all the facts concerning the existing plan of selling, Mr. McIntyre advocates assembling the facts on other

agencies of distribution, such as advertising, sales letters, office service and records. Third, each item of the salesman's job should be analyzed for waste. Next the factors surrounding the salesman's job should be examined with regard to such factors as remuneration, supervision, and training. Study of such analysis should prove of value in pointing out definite ways to improve the salesman's job.

C. L. F.

The Labor Turnover Chaos. By J. D. Hackett. *Management Engineering*. December, 1922. pp. 347-8.

The author presents, by numerous illustrations, the extent of variation in methods of computing labor turnover and shows that there is no use in attempting to draw comparisons or conclusions on this subject until uniformity of fundamental conceptions has been achieved. The outstanding needs in this connection are:

- "1. An exact and generally accepted terminology;
2. General agreement as to the composition of the numerator and denominator in the calculation of turnover;
3. Classification of the causes of leaving depending on the above."

R. H.

Reducing Turnover in Season Industries. By H. S. Gilbertson. *Management Engineering*, November, 1922, pp. 286-8.

A way to reduce turnover in seasonal industries and at the same time remove the incentive on the part of the employer to overman the establishment is shown by the plan outlined and illustrated in this article. The result of a comparison made in one industry between the average weekly wages for two groups of workers, one of which is more seasonal than the other,

proves that stiff premiums are being paid to the seasonal workers while they are employed. The plan given in this article is an arrangement which, by providing a sliding scale for applying decreasing unit rates with increasing employment above normal, will in a direct way reward performance rather than penalize non-performance.

R. H.

Turnover in Sales Organizations.

By William E. Lange. *The Service Bulletin of the Bureau of Personnel Research*, November, 1922.

A study of actual turnover conditions in a large number of national sales organizations with a discussion of causes and remedies.

The Fitness Basis for Promotion.

Management Engineering, December, 1922, pp. 357-8.

The article presents the advantages and disadvantages of promotion both by seniority and by merit. As a practical policy of promotion the author suggests the following principles which have proved satisfactory:

1. That when a position becomes vacant, it should be filled by the best available candidate;
2. That the adoption of this principle should not work to the prejudice of any candidate for promotion;
3. That failure to receive expected promotion should not be regarded as adverse criticism of the individual's work.

H. C. A.

Occupational Rating Plan of International Harvester Company. An address by Arthur H. Young, of the International Harvester Company to the Associated Industries of Massachusetts. *Bloomfield's Labor Digest*, October 21, 1922, pp. 1290.

A detailed description of a rating plan recently adopted by that company which operates twenty-three plants in this country and Canada, including blast furnaces, coke ovens, rolling mills, foundries, forge, wood-working, metal working, assembly shops, etc. It also operates iron and coal mines, saw mills, railroads, steamers, sisal plantations, warehouses, and other properties. The approximate number of employees is not stated but these interests are probably as, if not more, diversified than those of any other single corporation in American industry.

The variations in wage scales existing throughout these operations, involve a payroll of millions of dollars and demanded the adoption of a standardization of rates that would govern all plants. This is necessarily elastic to apply to local conditions obtaining in the various communities but places employees of all plants in certain well defined grades, or groups, so that the wages of each grade are comparable throughout the whole organization.

The nearly four hundred day-work jobs were divided into eighteen groups, from the highest and lowest paid unskilled laborer to the highest grade craftsman. A minimum base rate is adopted for the first group and the rates of others are stepped up by percentages of this base rate.

Group I embraces such jobs as janitor and sweeper. Group II involves certain responsibilities and requires more physical ability such as elevator operators and general laborers. Group III, heavy labor involving more physical strength and endurance and so on, dividing groups according to job specifications and analysis.

The one big and admirable feature of this whole plan is that all employees of that company doing the same kind of work are on the same range of rate and, regardless of where they are

working, it is intended that the amount of money left after expenses are paid should be about the same.

To establish the individual rates within the range of each group, a system of classifying as A, B, or C grade is employed, based on quality and quantity of production, attendance, period of service, and mental attitude. Ratings are made periodically, based on definitely determined facts and foreman's judgment. A. L. R.

Employee Tests. By William Marvin Jackson. Administration, December, 1922, pp. 689-696.

The article presents a discussion of various methods of testing employees—psychological tests, character analyses and trade tests. Each of these methods has its specific uses, but no one should be depended upon exclusively for determining selection. The article concludes with a list of general factors which must be considered in selection and shows the method which should be used for judging each one. H. C. A.

The Psychology of Vocational Selection. By Arthur W. Kornhauser. Psychological Bulletin, April, 1922.

Those interested in the field of psychological tests will find in this article the most comprehensive and analytical review which has thus far appeared in this field. The various kinds of tests which have been applied are here enumerated and evaluated. Of particular usefulness is the list of 183 references which includes all the significant contributions in the field of vocational psychology made by investigators and students in this country. H. C. L.

Health and Safety: *Accident Prevention, Hospital and First Aid Activities, Health and Safety Statistics, Lighting, Physical Examination, Ventilation, etc.*

The Hazards of Carbon Monoxid Poisoning. By Yandell Henderson, Ph.D., Prof. of Applied Physiology, Yale University. *The Nation's Health*, October, 1922, pp. 607-9.

A statement of the hazards of carbon monoxid poisoning with certain rules derived for practical use.

E. L. H.

Eyestrain in Industrial Occupations. By Nelson M. Black, M.D., Milwaukee, Wis. *The Nation's Health*, November, 1922, pp. 682-4.

A statement of the causes of eyestrain and the correction of sub-standard vision.

E. L. H.

Eye Symptomatology in Occupational Diseases. By D. J. Lyle, M.D., and C. P. McCord, M.D. *The Nation's Health*, October, 1922, pp. 613-5.

The effect of various industrial poisons such as carbon monoxid, lead, methyl alcohol, aniline on the eye is described.

E. L. H.

Industrial Morbidity and Accident Records. Report of Committee on Standardization of Records for Medical Service in Industry, submitted by Dr. F. L. Rector, to the American Association of Industrial Physicians and Surgeons. *The Nation's Health*, November, 1922, p. 678-9.

Discusses industrial morbidity and accident records and suggests typical information to be recorded.

E. L. H.

Hygienic Measures of the Southern Pacific. By J. H. Dyer. *Nation's Health*, November, 1922, p. 645-647.

A description of the sanitary and hygienic measures employed to safe-

guard the health of the company's patrons.

A Teaching Device for Fatigue Elimination. By Frank B. Gilbreth, LL.D. *Nation's Health*, November, 1922, p. 672.

An explanation of the "Magster," a device recently invented for the recording of the elements of motions and for the making or comparing of simultaneous motion charts in efforts to eliminate fatigue in industry.

Training and Education: *Bulletin Boards, Company Libraries, Cooperation with Schools and Colleges, Employee Publications, Technical and General Education Including Training of Executives, New Workers and Foremen, etc.*

The Selection and Training of Salesmen. By Ernest T. Trigg. *Administration*, December, 1922, pp. 665-670.

Salesmen cannot be hired and trained by rule-of-thumb. Although many plans for selecting and training salesmen have fundamental characteristics in common, each plan must be adapted to meet the needs of the business in question.

The author of this article presents in detail a very human plan for selecting and training salesmen that is employed in his firm with great success. He says, "we regard each new man entering our business as a distinct individual problem, to be handled distinctly, even as if he were the only new man occupying our attention."

H. C.A.

Plan for the Organization of Vocational and Trade Education in the Detroit Public Schools. By Arthur V. Moehlmann. *Industrial Arts Magazine*, November, 1922, p. 442.

The article discusses the organization and work centering in the Detroit Cass Technical High School. Seeing that this school is one of the best organized technical high schools in the country, the article will be worth while the study of all those who are interested in the problem of cooperation between the training work done in industry and that done in the public school.

J. McK.

Savings Made by Training Workers.

By S. R. Gerber. *Management Engineering*, November, 1922, pp. 305-6.

"Instruction is probably the most potent and most neglected means of eliminating waste in industry, for waste is due to ignorance." The article is a discussion of the value and necessity of instruction and of methods for locating those who need instruction from the point of view of either quality or quantity. An illustration is cited of results obtained in one factory by instructing workers.

R. H.

United States Army Training Manuals 1 and 2. The Adjutant General's Office, Washington, D. C.

Studies in citizenship for recruits and citizens in military training camps.

Telephone Demonstration by Jordan Marsh Co. *Telephone Topics*, November, 1922, p. 295.

An effort on the part of the Jordan Marsh Co. to teach their employees to sell by telephone.

How Can Employee Relations Be Improved on the Railways?

A catechism presented before the November meeting of the Central Railway Club and reprinted from the *Railway Age*, December 9, 1922, in the discussion of a paper on "The Training of Men to Act in Super-

visory Capacities and Best Results in Handling Men?"

The University and the American Worker. By Spencer Miller, Jr., M.A.

An address delivered before the Annual Meeting Association of American Colleges, Chicago, Ill., Jan. 13, 1922. Reprinted for the Workers Education Bureau of America, New York City.

How to Start Workers' Study Classes. Workers Education Bureau of America. Price, 10 cents.

This pamphlet is an attempt to tell simply, but with some detail, how workers can start their own classes for study of such subjects as are of interest to them.

Lecture Conference for Welfare Supervisors. Balliol College, Oxford, Sept. 15-20, 1922. Proceedings of the Conference held by the Industrial Welfare Society.

Some of the subjects discussed are "Works Saving Schemes and Profit Sharing," "Miners' Welfare Fund," "Record Keeping and Statistics," and "Superannuation and Pension Schemes."

The Trade and Its Training. By Ruth Woodrow. *The Journal of Personnel Research*, August, 1922.

This is the study of an unusual trade—that of the Dental Laboratory Mechanic. It describes the work, pictures the trade, discusses such questions as hours, seasons, wages, labor and employer's organization methods of training and concludes that the importance of the trade is such that standards of training should be established and a state examination for a license be made necessary. H. C. L.

Improving Foremanship. By Theodore Struck. *Paper Trade Journal*, August, 1922, p. 38.

Those particularly concerned with foremanship training will probably find this short article by Mr. Struck of interest. He states that:

"Very good results have been attained with foremen's conferences in which small groups have met in round-table fashion to discuss ways and means of self-improvement.

"The conferences centered around the idea of job analysis as a means of improving foremanship. Each foreman made careful and detailed analysis of his various responsibilities.

"After the problems of job analysis had been mastered, consideration was given to questions involving various types of cooperation such as horizontal cooperation, or that with other foremen, and vertical cooperation, or that with workers on the one hand, and with the management on the other.

"The foremen all attended voluntarily. In order that the superintendents might be kept fully informed about the progress made and the conclusions reached in the foremen's conferences, the conference leaders met the superintendents group for half an hour daily."

C. R. D.

Letters That Get "Inside" Results.

By Clarence T. Hubbard. *The Mailbag*, November, 1922, pp. 258-261.

This touches upon a type of letter that is becoming increasingly popular—the letter addressed to an employee of the house and designed to inform, instruct or inspire. It has an important place in the letter scheme and should have your careful consideration as a medium to create mutual understanding.

L. E. S.

Working Conditions and Wages:

Cost of Living Statistics, Hours of Work, Housing, Industrial Disputes, Methods of Payment, Time Study and Rate Setting, Wage Statistics, etc.

Housing for Employed Women.

The Nation's Health, October, 1922, pp. 629.

Specifications for the type of dwelling and equipment necessary to properly house employed women.

E. L. H.

A Year Since the Milk Strike in New York. By Winthrop D. Lane. *The Survey*, November 15, 1922, pp. 227-9 and 265-7.

This succinct and thorough analysis of the labor situation in the New York milk distributing industry is well worth the attention of anyone interested in the problem of industrial relations. The cycle of labor conditions shows a not unfamiliar course. First the employers are at fault and the men in the trade are very seriously exploited. Then a union springs up which marches rapidly to success. But poor leadership steps in, the power achieved by unionism overreaches itself, a tactical blunder is made, and unionism is badly routed. A few employers now begin to get more serious about reforming labor conditions, two company unions are organized and for a time the industry does without joint relations with the unions. But the change is not complete because it embraces only the larger firms. Viewed as an industry the situation is seen as "essentially disjointed and chaotic." The implication is that unionism may get strong again in the not too remote future and there may be another tussle.

Instead of looking back to this issue of the *Survey* at that time, it might be better to read Mr. Lane's article now. A good mental exercise for a thinking personnel man is to ask himself, "Just how would I handle this situation?" A ready answer is not likely to come to his mind. H. F.

Wage Analysis. By R. Von Huhn. *Management Engineering*, November, 1922, pp. 307-10.

The article presents a technical discussion of a graphical method of determining model performance through the application of frequency curves in connection with the setting of hourly piece rates. The elimination in rate setting of the influence of extreme cases is the chief value of the method.

R. H.

General: Capital and Labor, Fundamental Principles, Open Shop, Unionism, etc.

Do We Make a "Problem" of Labor? By Samuel M. Vauclein, President, The Baldwin Locomotive Works. *Factory*, November, 1922. Pp. 517-19.

The leading article at the first of the reading matter pages of *Factory* for November carries the above heading. In the opening paragraph Mr. Vauclein says that perhaps it may be old fashioned and all that to regard the science of management that has grown up in the last ten years or so as useless, and as the article proceeds one must say that, with all due respect to the head of the Baldwin Locomotive Works, the article doesn't appear to indicate that the labor policies of that company are as progressive as its engineering policies no doubt are.

Nevertheless, as is to be expected, the article contains numerous sage observations, for example the following:

"I cannot discover after about 50 years of daily supervision of workers that the worker has changed very much—most certainly I cannot discover that he has so changed that he does better when treated as a machine than as a man.

"If I found a man around our place who was bubbling over with happiness because his wages had

been reduced I should fire him as a lunatic.

"Seriously, however, this search for the perfect condition in business has done as much as anything else to keep the wheels of industry from moving.

"I am frankly old fashioned in my approach to what are today so glibly called 'problems.' I have the feeling that most problems arise because someone who ought to know his job does not.

"We make it a rule never to discharge a man over 60 years of age. These old men we have are one of the largest assets of our business because we have taken years to train them in it.

"I have an old man who, last year, at the age of 95, put into service a Mikado locomotive."

Manifestly, it will take a super-salesman to sell Mr. Vauclein on personnel administration.

The Struggle for Industrial Liberty.

Walter Gordon Merritt. *Industrial Liberty Series No. 2*. Published by League for Industrial Rights, New York City.

Growth of a Humane Labor Policy.

Editorial. *Industrial Welfare*, September, 1922. pp. 329-330.

Industry's part in social progress is traced. While to the casual observer unrest continues to bar the road to progress as effectively as it did ten years ago, yet the total of large firms (British) who are consciously evolving a humane labour policy is steadily nearing one thousand, where it hardly exceeded a score eight years ago. This new spirit is, the editorial notes, the one good legacy of the war; industry is beginning to appreciate and shoulder its responsibilities. Moreover, the employer of today does not limit

his attention to his own particular firm. He is prepared to devote money and time in support of the contention that an appreciation of the needs of the human factor is essential to reputable management.

Regarding peace in industry, attention is given to the views of Mr. Seeborn Rowntree who believes that the fate of industry lies in its own hands. Theoretically, there are, according to Mr. Rowntree, three possible ways of securing industrial peace. The first is for employers to make their positions so strong that the workmen dare not raise their heads. This is reversion to the days of slavery and serfdom

and the spirit of serfdom has gone out of the world. The second way to secure a certain measure of stability is by establishing a balance of power among federations of employers and workers. Such a course can only postpone the outbreak of hostilities; it can never prevent them. Mr. Rowntree believes that the only road to a lasting peace is patiently to explore the causes of industrial unrest and seek to remove them.

Industry, the editorial concludes, has a reason to be proud of the fact that it possesses captains who are able to take long views.

A. W. A.

PERSONALS

The Editorial Committee invites the submission of personal news items regarding the members of the Association

Mr. C. S. Carney, formerly with Scovell, Wellington and Company, has joined the Personnel Department of the White Motor Company and will give special attention to personnel research.

Franklin T. Jones has become associated with the White Motor Company. He also serves on the Apprenticeship Committee of the Warner and Swasey Company with which he was formerly connected.

Mr. H. E. Molter has become Employment Manager of the White Motor Company.

William Taylor has become Assistant Personnel Director of the White Motor Company.

T. P. Bradshaw has joined the staff of Curtis, Fosdick and Belknap, New York.

Burton R. Miller, formerly connected with the Industrial Relations Department of the Worthington Pump and Machinery Corporation and formerly President of the Buffalo Industrial Relations Association, has become President of the Miller Piano Company.

Miss Elizabeth Mathews, formerly with the Aberfoyle Manufacturing Company, is now associated with Stern Brothers, New York.

Oscar M. Miller has become Assistant to the Superintendent of the Bayway Plant, Standard Oil Company of New Jersey.

Association News

PROGRAM OF WORK COMMITTEE

President W. W. Kincaid announces that the Program of Work Committee consists of the following:

Chairman, C. R. Dooley, Manager of Personnel and Training, Standard Oil Company of New Jersey; S. B. Bunker, Advisory Staff, Industrial Relations Section, General Motors Corporation; C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company; Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company; Dr. R. S. Quinby, Service Manager, Hood Rubber Company; A. H. Young, Manager of Industrial Relations, International Harvester Company; also the President, the Vice-Presidents and the Managing-Director.

EDITORIAL AND PUBLICATIONS COMMITTEE

President W. W. Kincaid announces that the personnel of the Editorial and Publications Committee is as follows:

Chairman, Henry C. Link, United States Rubber Company; L. P. Alford, Editor, Management Engineering; Professor Paul F. Brissenden, Department of Economics, Columbia University; J. W. Dietz, Educational Director, Western Electric Company; Miss Rita Hilborn, H. A. Hopf & Company; L. L. Park, Supervisor of Welfare, American Locomotive Company; Professor Joseph H. Willits, Wharton School of Finance, University of Pennsylvania; *Secretary*, Julia E. Todd, Research Assistant, National Personnel Association.

The Committee invites members to send to it articles and news items on

personnel topics for publication, subject to the approval of the Committee. In general, the Committee wishes to publish about three articles per month of eight hundred to twelve hundred words each. In addition, it wishes to publish from month to month short items of one hundred to two hundred words regarding personnel activities of members.

The Committee has also decided to begin a section of "Personals."

The Review and Abstract section will be improved by the abstracting of only the more important personnel articles supplemented by notes regarding the less important articles. The abstracts will be classified according to general subjects.

An effort will be made to improve the appearance of the magazine.

EMPLOYEE PUBLICATION EDITORS' SERVICE

In view of the demand for some sort of Employee Publication Editors' Service, and because so many persons expressed the desire to see personnel activities centralized with the National Personnel Association so that the multiplicity of organizations may be avoided, the Board of Directors at its meeting on December sixteenth decided to institute an Employee Publication Editors' Service for company members.

The plan is to:

1. Appoint a committee of the Association to supervise the service.
2. Include in the program of work a special study of some one phase of employee publications—each year.

This report will be discussed in round-table session at the annual Convention.

3. Issue a periodical news-letter (probably monthly).

4. Hold a special half-day or day conference at the annual Convention, supplementing the round-table discussion of the committee report mentioned above. This conference will consist of addresses on and discussion of the more technical phases of the subject. The special conference proceedings will be published in a separate pamphlet.

All of the service set forth above will go without further charge to all company members. Individual members will receive a copy of the committee report and of the round-table discussion of the committee report. They may purchase the other proceedings and the news-letter for the sum of \$3. Persons who are not members may subscribe for the service for the sum of \$5 per year.

REPRINTS

The Board of Directors at its December sixteenth meeting adopted the following resolution in regard to the reprinting of the literature of the Association by other agencies:

RESOLVED, that it be the policy of the Board of Directors of the National Personnel Association to permit other agencies to print extracts from the publications of the National Personnel Association on the following conditions:

1. That the usual acknowledgment be given.
2. That not more than fifty per cent of the article or other document be printed.
3. That it should not be printed until the Association has printed and issued it to its members at least one month.
4. That a copy of the reprint be

forwarded without charge for the files of the National Personnel Association.

INDEX FOR "PERSONNEL ADMINISTRATION"

An index of the 1922 copies of *PERSONNEL ADMINISTRATION* having been prepared, the Association offers to provide members with mimeographed copies. The index will not be printed unless the demand is large. The Editorial Committee would appreciate an expression of opinion as to whether or not the members desire to keep a complete set of the magazine for future reference or whether it is a general practice to use the magazine for current use only. If a sufficient number of members express an interest in the magazine as of permanent value, the Committee plans to print an index for their benefit.

FORMER PUBLICATIONS

The Editorial and Publications Committee will soon issue a pamphlet setting forth a list of publications of the National Personnel Association and of its predecessors. Many of these publications are extremely valuable. The prices have, however, been set very low.

As there is only a very small quantity of most of the reports and publications available, members are urged to send in their orders early.

Company members get the benefit of a fifty per cent discount on all the literature of the Association, and individual members, public and college libraries and persons entirely engaged in public education get the benefit of a twenty per cent discount, with the exception that the price of the magazine is uniformly \$5, except to public libraries, colleges and persons entirely engaged in public education, by whom it may be purchased for \$4.